

3rd Retrospective Facilitator Gathering

**April 2004
Baden - Austria**



**Frame Facilitation
Siegi Hinger and Frowin Fajtak**

**Protocol
Frowin Fajtak**

Composition of the protocol and personal note

The pictures and results summarized in this protocol are not ordered in the sequence of their appearance in the gathering. I've tried to combine the results in a way, that is meaningful to the gathering participants and hopefully also to others.

We will meet again: Phoenix 2005 or Europe 2006 – or hopefully both!

Stay in touch!
Frowin

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1 Gathering Agenda

The gathering agenda was initially prepared by Siegi and Frowin, but was a agenda open to modification during the gathering. In particular some of us volunteered to facilitate the several sessions. Find their names on the paper.

Monday	Tuesday	Wednesday	Thursday	Friday
	Daily News OpenSpace Agenda Frowin & Siegi OpenSpace Session I break Welcome Session Frowin & Siegi Welcome Dinner	Daily News OpenSpace Session III Presentations Session III Dinner break Sight Seeing Vienna Siegi & Frowin Presentations Session I and II Boris Evening Session Norm	Daily News Future of the community Esther & Gerhard break Method Session break Method Session break Farewell Dinner	Daily News Presentations: Method Session Farewell Session break

On Wednesday afternoon Siegi and Frowin offered a guided tour of Vienna. See the registration form below.

Sight Seeing Vienna
Wednesday 1pm

Costs are not included in the registration fee!
I do not join: Esther, Gerhard, Diana

I want to join:

Alt. 1: Prater & Stephansdom
Riesenrad, Liliputbahn, Oldest Fun Park in the world, Stephansdom, dinner in a typical Austrian restaurant

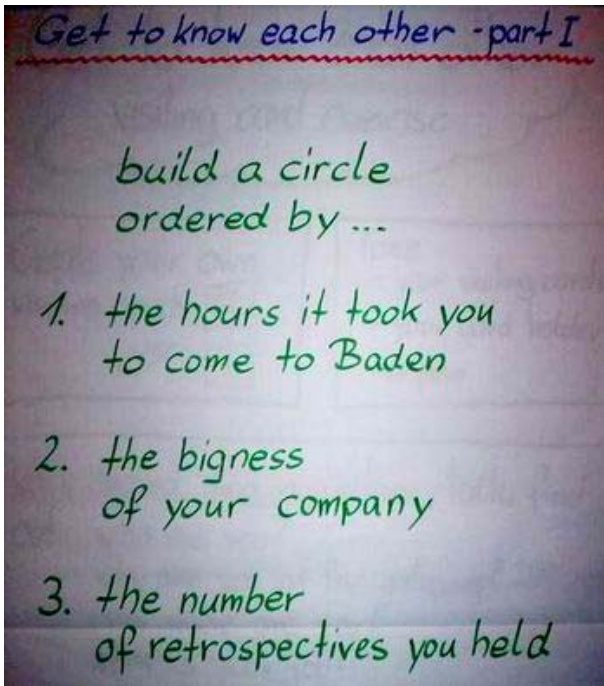
Alt. 2: City of Vienna
Walk around: Karlskirche, Opera, Stephansdom, Visit the Hofburg (Treasury, Imperial Apartments), dinner in a typical Austrian restaurant

VIENNA HOFBURG

Frowin, Siegi, Tina, Rachel, Jeff, Siegi

2 Warm Up Games

Where do I sit in relation to others?



facilitated by Frowin during the welcome session

Visiting Card Exercise



facilitated by Siegi during the welcome session

When did you go to bed last night?

Please sit down if you went to bed
before 10 – 11 – 12 – 1 – 2 o' clock ...

facilitated by Frowin on Tuesday morning

Sport Slogans

Find a slogan coming from the world of your favourite sport, that describes your feelings on the gathering.

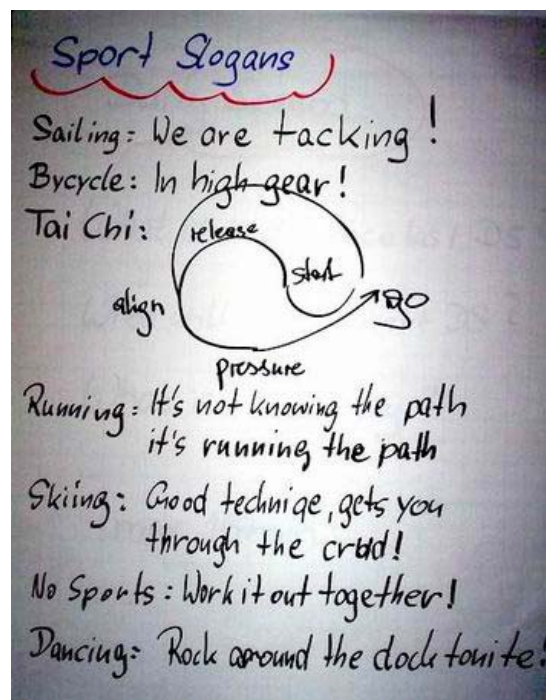
A ball game to demonstrate the flow of information within an organization

Do you remember the three kinds of communication?

A ball represented the coordinated information flow.
A tin represented the informal chat with your neighbour.

A beach ball represented the information that no one feels responsible for it.

facilitated by Siegi on Wednesday morning



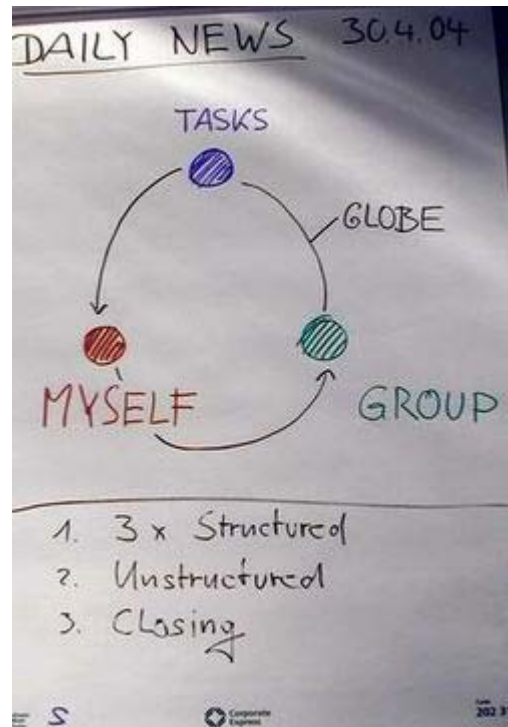
facilitated by Frowin on Thursday morning

3 Daily News

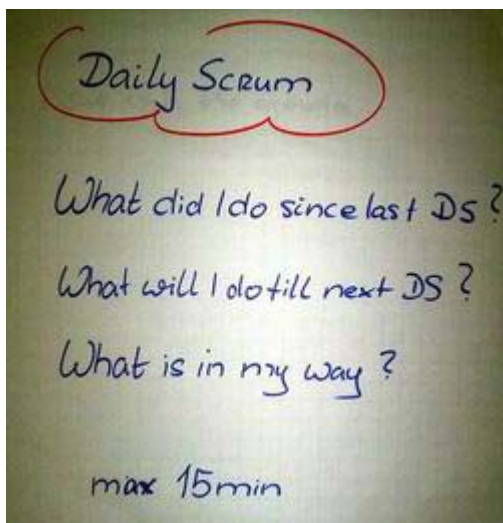
Every morning we started with a reflection of the past and a forecast of the upcoming events.



facilitated on Tuesday and Wednesday by III



facilitated on Friday by Dierk



facilitated on Thursday by Boris

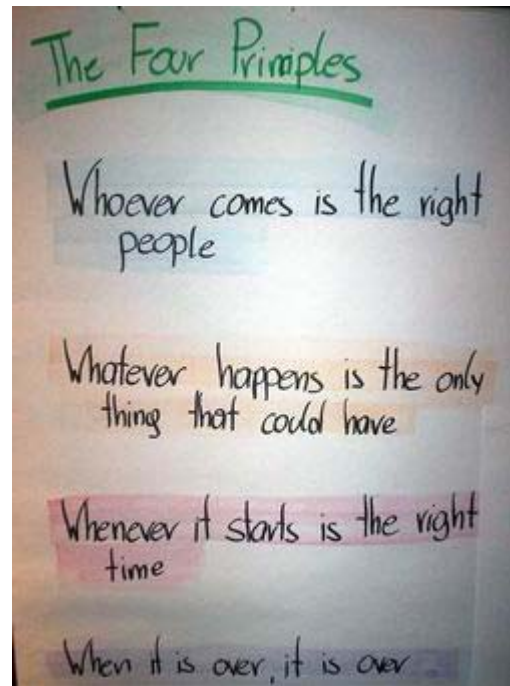
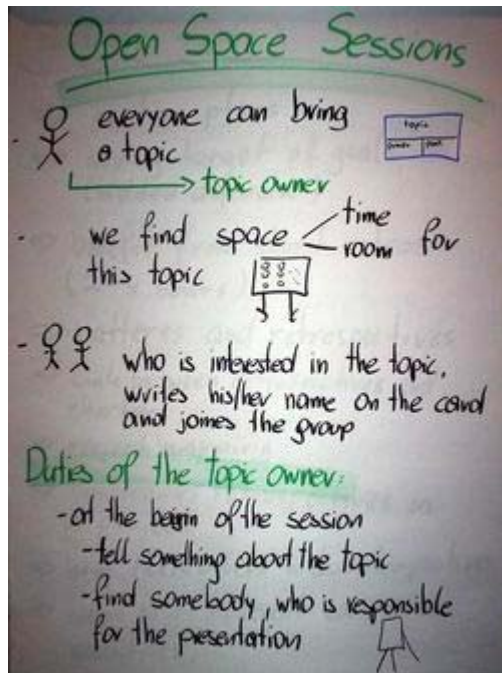
4 Open Space Agenda

4.1 The Agenda

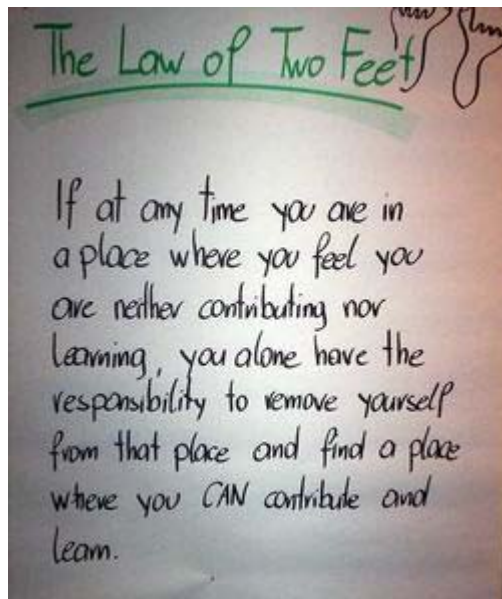
The agenda of the open space sessions was living during the conference. The picture shows it's status at the end of the gathering.



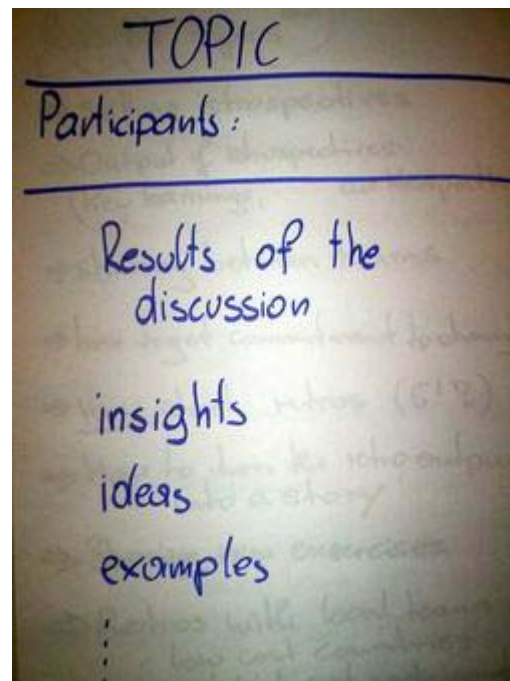
4.2 Open Space Rules



Every group summarized the results for a presentation in the plenary the following way:



The Open Space Rules were introduced by Siegi.



4.3 Possible Topics

Before we started to fix the agenda, we had a brainstorming to collect possible topics. This helped everybody to get a feeling of which topics looked promising.

Possible topics

- => action plans
- => moving target of goals (hidden agenda)
- => benefit from short retros (2-4 hours)
- => patterns and retrospectives
- => Link between retrospectives and charters
- => project wrapping
- => continuous retrospectives in a project
- => how teach others to do retrospectives
- => teams from different companies, countries, ...

Possible topics cont.

- => selling retrospectives
- => Output of retrospectives (key learnings, are there patterns?)
- => sharing between teams
- => how to get commitment to change
- => very short retros (5'?)
- => How to turn the retro output into a story
- => Sharing new exercises
- => Retros with local teams of low cost countries and high cost participants

possible topics cont.

- => Success stories from retros Norm
- => retros with different size teams (2-5-15-30-100-300)
- => tailoring retros to cultural values
- => Improvisation, ^{theatre} story telling

possible topics cont.

- => ~~faces~~ problem solving clinic for concrete workshop situation
- => motivate team members for short time retrospectives
- => difference in retrospectives for 'good' and 'bad' projects
- => benefits of short time and long time retrospectives
- => open space in retrospectives
- => micro-spectives: "the personal view"
- => focus on problems / focus on solutions
- => retrospectives without seeing each others

possible topics cont.

- => Success stories from retros Norm, Tue evening
- => retros with different size teams (2-5-15-30-100-300)
- => tailoring retros to cultural values
- => Improvisation, ^{theatre} story telling, ~~theatre~~
- => How fit retros into larger theories
- => Less and less ~~techniques~~ techniques
- => Influence of the facilitator personally
- => techniques usable for retros from other disciplines

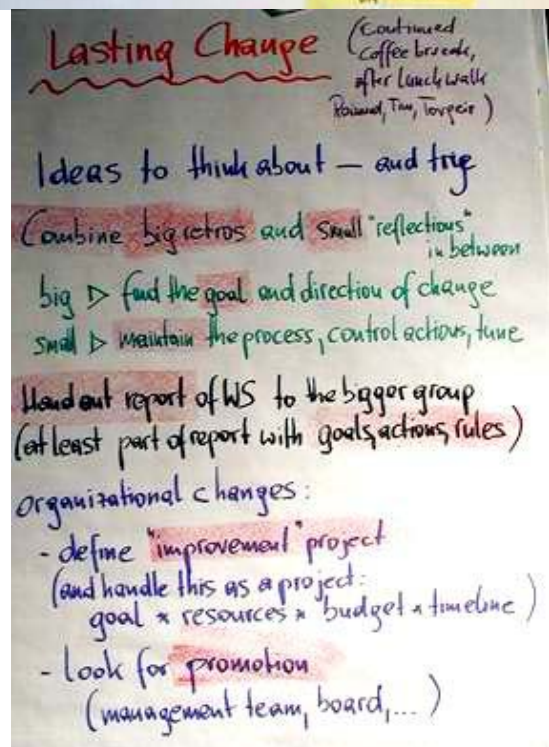
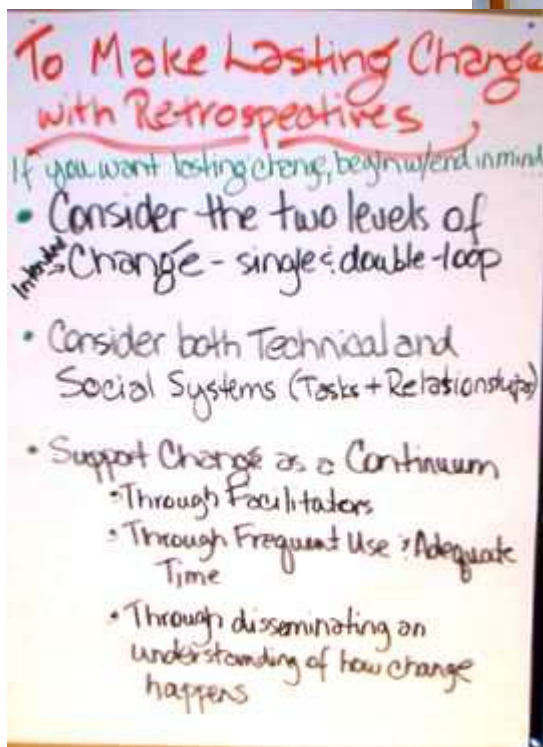
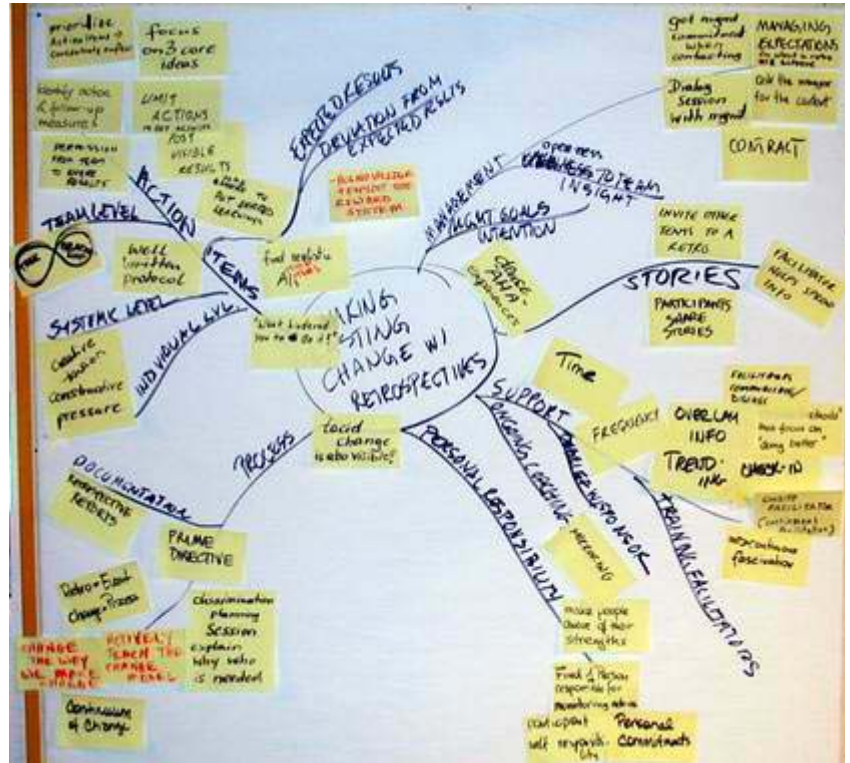
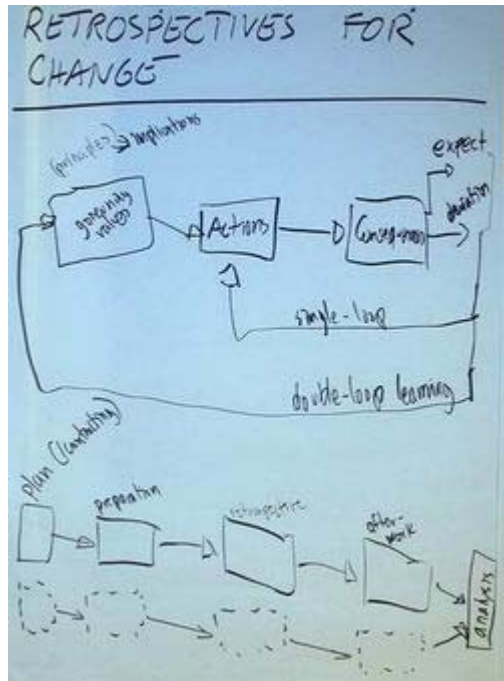
possible topics cont.

- => how to ~~split the work~~ Spread the word
- => how to split the work

5 Open Space Sessions

5.1 Make Change Happen (Topic owner: Torgeir, Raimund)

There were two sessions dealing with this topic. Therefore there are two topic owners. The results of both sessions are summarized in this section.



How to develop effective action plans

Focus on the vision rather than on the problem

Understand where you can

- 1) Control action (team can ^{can} accomplish)
- 2) Influence action (need somebody else)

Assign - Ownership for each action
- a monitor for the whole list

Ask: is the action realistic?
Will it help?
What hindered in the past to achieve the goal?

Facilitators act as a consultant

Action planning - Tips & Tricks

Work out in small groups -
confirm in the large group

provide a template to guide small groups
(e.g. action: what - who - when
problem - reason - action - obstacles)

recommend personal action plans

write letters

hopes and wishes

actions → operating agreements

"open space"
walk around

5.2 Pattern Mining (Topic owner: Linda)

IT WAS GREAT!!

1. COLLABORATION
2. PEOPLE WERE GOING TO DO SOMETHING DIFFERENT, & IN SUCH A SHORT TIME!!
3. CREATED TEAM SPIRIT
4. REPAIR DAMAGE
5. CELEBRATED ACCOMPLISHMENTS
6. FOCUSED ON OPPORTUNITIES
7. DEVELOPED JOINT RESPONSIBILITY FOR THE PROJECT
8. INDIVIDUALS DISCOVERED HOW VALUABLE THEY WERE

PATTERNS

IT WAS GREAT!!

17. BRIDGES WERE BUILT ACROSS CHASMS BETWEEN: MGMT, DEV, MKTG, QA, ...
18. LEARNED IN A PROT RETRO THE VALUE OF INTERIM RETROS
- 19.

IT WAS GREAT!!

9. CHANGED THE WHOLE COMPANY!
10. WE SAW THE WHOLE CONTEXT FOR THE PROJECT
11. ELDERLY TOLD STORIES TO NEWCOMERS
12. STABILIZE TEAM VALUES & WORKING HABITS
13. DETECTED/IDENTIFIED TEAM VALUES
14. INDIVIDUALS LEARNED ABOUT THEMSELVES
15. TEAM LEARNED SHARED HISTORY
16. TEAM PRODUCTIVITY IMPROVED

DO DIFFERENTLY

1. FACE-TO-FACE PARTICIPATION
2. GET EXTERNAL FACILITATOR (NOT ON THE TEAM)
3. SKILLED FACILITATOR
4. MORE TIME FOR ACTION PLANNING: OWNERS, NEXT STEPS, ...
5. INTERIM RETROS NEED NEW TECHNIQUES
6. KEEP TECHNIQUES FRESH
7. BEGIN WITH GROUND RULES
8. INSIST ON 3 DAYS OFF-SITE
9. SPONSOR MUST UNDERSTAND PROCESS

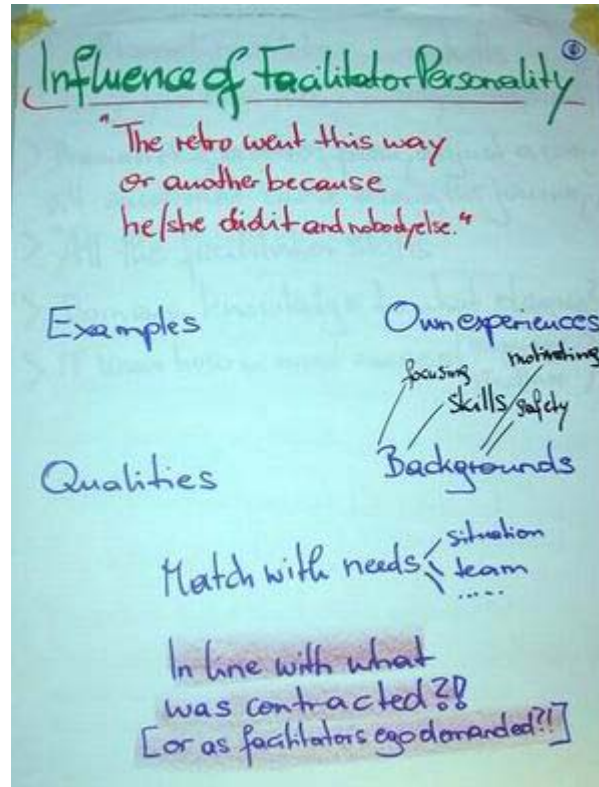
- DO DIFFERENTLY
10. DON'T BRING IN NEW TEAM MEMBERS (USE RETRO FOR TRAINING)
 11. GROW REPLACEMENT FACILITATORS
 12. DON'T FOCUS ON AGENDA TO THE EXCLUSION OF REAL REASON FOR RETRO
 13. KEEP TRACK OF RESULTS & CARRY FORWARD TO NEXT PROJECT
 14. SHARE IMPACT OF RESULTS WITH TEAM
 15. START WITH CHECK-IN
 16. HAVE A CO-FACILITATOR (PAIR FACILITATION)

DO DIFFERENTLY

17. HAVE FOOD & DRINK !!

⇒ Linda will inform us where to read all the output (plus insights from other meetings) in written form [URL, wiki, ...]

5.3 Facilitator Influence (Topic owner: Gerhard)



Influence of Facilitator Personality

Storm:

- The older/more experienced I grow the wider spread abilities I had
- Myers Briggs personality classification can be helpful (Diana knows more classification)
- Under stress personality issues show up rapidly
- One should try to be aware of own inner landscape (inherited, parental influence, teacher, society, work, ...)
- The participants have an expectation of how the facilitator's landscape is. And the sponsor — " — "
- Negotiating phase between sponsor/facilitator is important
 - meeting of two minds
 - or NO, sb else!
- Is it in the best interest of the sponsor/team? and not just my money/my easy life/my goals/...
- If team performed well neutrality is important and enough. Teams in deep trouble often need a reliable/trustable authority.
 - Confidence, optimism, vision helping is needed and coaching one's social
- One can only work within his own realm — changing personality is impossible
- One should consider saying NO also after a first YES (later on).
- There are practical ways of saying no.
 - E.g. After the demand for a "blame proportion matrix" as a retro output ask the manager that of course also his proportion of blame must be evaluated → He never called back!

Influence of Facilitator Personality

- Take the chance to observe other facilitators at work? and reflect on how you would have acted.
- An easy criteria is success/failure in similar situations
- Co-facilitation surfaces personality issues rapidly
- Vulnerability contract
 - ① What it might be, how could one see it happen?
 - ② What/how should the co-facilitator react?
 Deep trust is needed? If it is not possible, be aware: you have no partners
- If you are in extreme personal situations, find out if what you can contribute may be enough (s.t. one has to say NO even last minute, normally, telling the participants the limits is the way to proceed).
- Doing retros is about being honest (including saying NO)
- Facilitators should train to feel oneself — so to know what influence this might have to the team.
- EQ 80% is transverbal?
 - making contact
- Facilitators should work on themselves spiritually intensively! Aikido, aura reading, tai chi, meditation, yoga, religious traditions, ...
- Beware of techniques without honest framework (partially help can be such)

Personal Facilitator Qualities

(to develop only long term as opposed to skills)

- > True and honest interest in development of people and teams
- > Wants/can truly listen
- > Caring person (even if hard things have to be said)
- > Emotionally balanced himself
- > Encouraging reflecting (not impose own ideas)
- > Alert/awake/present for extended time (some sessions)
- > Focused on intended aims
- > Experienced in being creative
- > Believe in principles like dialog, foster impact and clearly being aware of them and not having too many
- > Sensing/understanding the participants' mood and change it to be able to work better
- > Help to relax/have fun/laugh

Personal Facilitator Skills

(things you can learn in days/weeks/months)

- > Dramatizing a retro (plan, adjust a overall emotional curve along the journey)
- > "All the facilitation skills"
- > Domain knowledge to what degree?
- > IT know how in most cases (language, culture)

5.4 Moving Target (Topic owner: Raimund)

Moving targets / goals "Hidden Agenda"

Statements

- Managers tell you (in contracting) different goals than working people have
- Managers don't tell you their real goals

Questions

- tell your experiences (true stories Success - v-)
- how did you deal with the situation?
- what have you to be aware of? at contracting / during workshop
- what can you prepare?

Proposal for Proceeding

Single Person Tell your (true) story
Write down headlines/highlights

- What characterizes the situation?
- What were the signals?
- What was your reaction?
- What was the result?

Group ~ 4pm
What common experiences can we get?
Are there any recommendations?

and
Who presents What? (at 5pm)

"Moving Target" ①

Wrong charter

Contracting/Mgmt: Experiences for our further projects

Participants/Begin of WS: There will be no further project company will be closed

my reaction: change to "learn for your personal future"

but some participants were afraid of their future, (no job, just got children, debts for housebuilding...)

they would have needed something different!

result: participants unsatisfied (company reduced to 10% staff 6 months later)

Balance info sources?

Build coalition with whom? - at all?

How to deal with... with concern / something else?

How model of language → Be sensitive! → Ask, Ask, Ask!

"Moving Target" ②

Short-term, additional charter

"Contract": A colleague, PL-role, very heterogeneous team, focus: tech/meth. achievements

PM @ start of WS: • wrap-up neg. feelings / conflicts
• make aware of ^{own} achievements

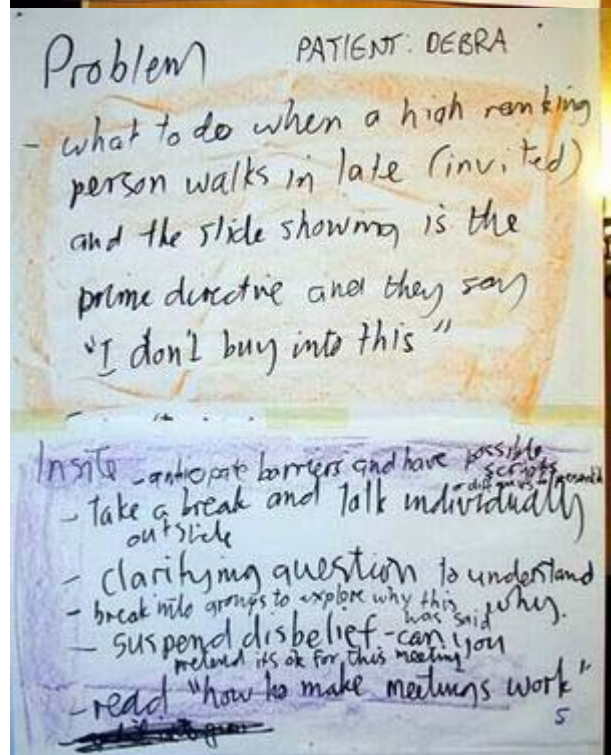
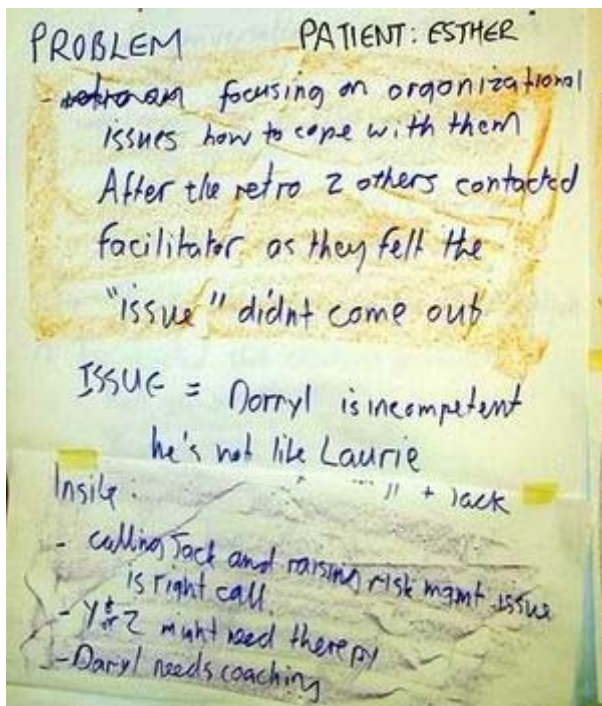
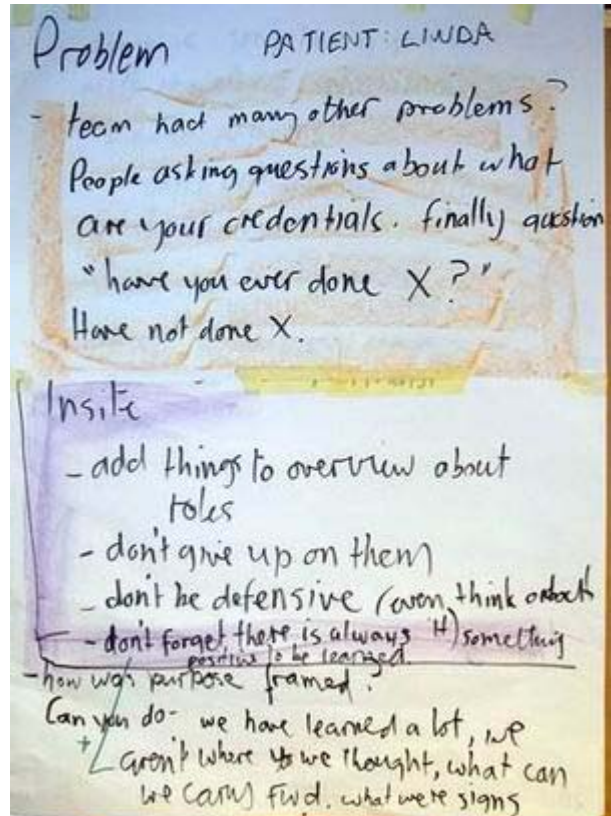
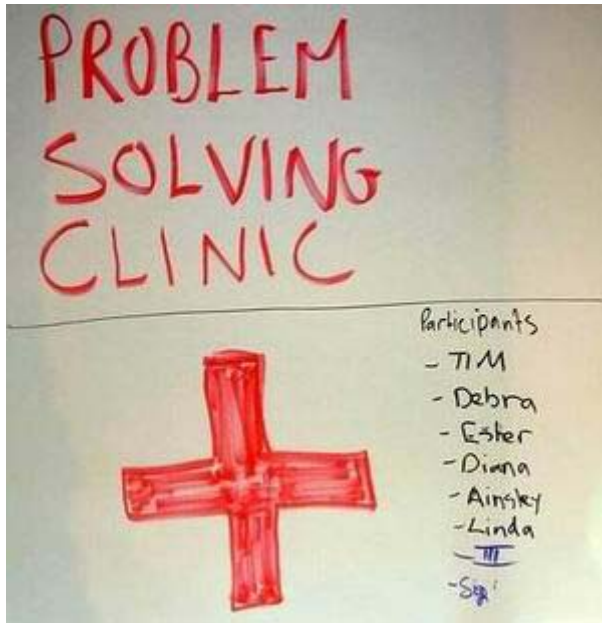
My reaction: • "Steering" open/struct'd disc.
• Avoid severe conflict to break up
• Focus on "Pos." while also naming "Neg."

Where is the time for additional topics in this workshop?

remain neutral! no small talk!

Prepare! Be aware!

5.5 Problem Solving Clinic (Topic owner: Tim)



PROBLEM **PATIENT: SIEGI**

- How can I prevent people from arriving late

Insights:

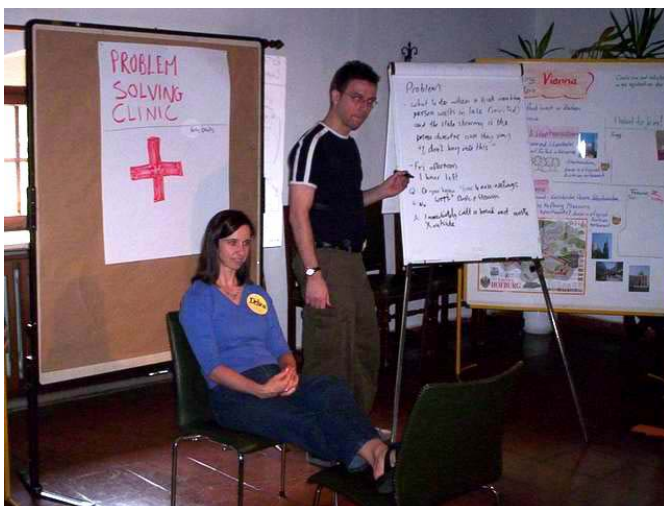
- Stop during the retro & cancel
- Clarify position of commitment & cancel if anyone re-negs on the agreement
- My time is valuable & so is theirs

PROBLEM / ISSUE: **PATIENT: TIM**

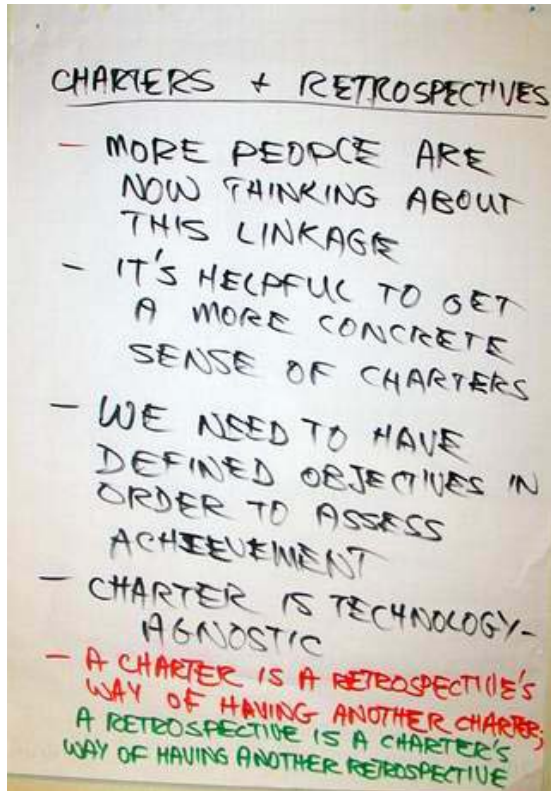
Some issues came out in pre-work-BA & PM perceived to be ineffective, developers felt they had to cover PM/BA emphasized their 'good' work, devs didn't raise issues during the retro.

Insights

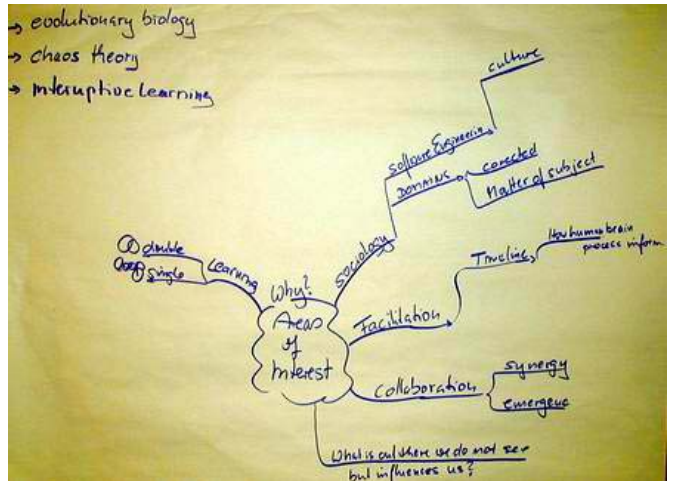
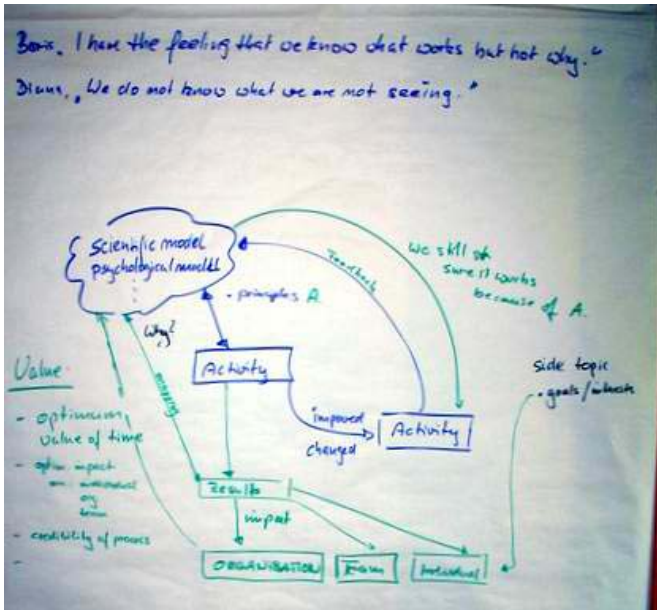
- make clear pre-work is synthesis and distributed to flow you can reference it
- if private - introduce themes and ask about a theme not mentioned
- ask people to talk about time line ~~press~~ items - hone in on items that confirm prework issues



5.6 Charters (Topic owner: III)



5.7 Retrospective Principles (Topic owner: Boris)



Retrospective
 What kind of areas do we need to examine in a more scientific manner?

How people process information:

- internal principles and model building
- external thinking: categorizing
- int. feeling: processing, non logical process or comparing to values and beliefs (my own)
- extra. feeling: non logical proc. based on relationships

Principles of Retrospectives

embrace the entire effort' III

A principle is a guideline for choosing actions, tools and methods.

Value

Principle

Rule

Action

Example: 2,5y Project / 300 people $\xrightarrow{\text{reproduction } 75}$ C

Posters of Statistics: Data (Source: Inaf Code...) 2. Quidam

Implementation: Action: Posting the Data DATA GALLERY

Specification: Rule:
 1) Make the important ~~everything~~ visible as much as possible
 2) Warning up phase: people span the thinking

Principle is a rationale.
Principle * Visual is clearer than verbal
 Red data is more credible than opinion
 Visibility implies significance

People think best if they have the whole project in mind.

* accept multiple realities
 forgotten pain need the most healing

Value:
 * I value a broader view over a detail view

Possible Principles

Action
 → deny immediate closure (Rule)
 ↓
 "People keep learning in case action is not closed."

5.8 Short Retrospectives (Topic owner: Andreas)

The Short Retro session was initiated by Andreas. Before this session started Esther, Andreas and Frowin had a breakout chat on this subject, summarized by Frowin:

Short time retrospectives Andreas
Esther
Frowin
page I

definition: 4-6 hours

conditions:

- ⇒ few people (<10)
- ⇒ short project or short retro cycles (<3 months)
- ⇒ no conflicts
- ⇒ no failed projects
- ⇒ appropriate ambitions and goals
- ⇒ facilitator and team know/trust each other
- ⇒ good knowledge sharing culture
- ⇒ team is familiar with the methods
- ⇒ preparation:
 - prepare the timeline with key dates (e.g. RAR)

Short time retrospectives page II

possible script:

- explain the prepared timeline
filling the timeline ~45'
- "what did we like?"
"what should we do different next time?"
method eg: brainstorming ~30'
cluster } ~60'
discussion

< break >

- group work on main topics } ~120'
- presentation of the results
- feedback session to close ~30'

And here are the results of the short retro session:

Reasons for having 'short retros' (that's the benefit!)

- establish habit of constant improvement + go meta
- improves working relationships
- tele conf constraints
- company tradition
- handles problems as long as they are small + when they are small before they get big
- availability of participants
- improved preparation of longer retros
- sustainable time window (different time zones)
- restricted time & money
- right participants
- we don't need more time
- intendently frequent retros
- early feedback to define the process

Benefit

- Don't miss opportunity for input
- teamwork improves
- "go meta"
- individual learning
- low cost
- learning
- solve specific problem

HOW?

benefit from short retros

prepare/brief participants in advance

thorough preparation
↳ prework!
(survey, interviews, ...)

explicitly exclude 'no-topics'

be focused

establish a series of short retros

set & agree on objective

open focus for 50% time + focus on selected issues

plan for afterwork

establish traditional structure for retro (as fallback...)

remain flexible

half time retros (~4 hours)

prework :

- find possible topics, together with customer participants
- search for conflicts
- prepare the participants

possible agenda :

- 'temperature reading' 15'
- find out, what went well 30'
- find the topics to discuss 30'
- split the group, discuss topics, find proposals for solutions 60'
- the whole group: final solutions, 60'
- 'temperature reading' 15'

after work : 'check in', protocol, ...

Short Retro

Recommend

(2 examples)

typical for both

- * small group of key players
- * good preparation
- * detailed contracting

(duration: 4-5 hrs.)

(effort: 25-30 hrs)

agenda

- * get together ('temperature')
- * short history (personal notes arranged to timeline)
- * find the topics => 1, 2 to work on
- * agreements & actions
- * feedback

minutes

READY

FX. TIME

- Initial Mtg/objectives 1/2-1 hr
- Survey 2-5 hrs
- Project Data 2-3 hrs
- Create Report out 2-5 hrs

PAST

- Hold the Retrospective 4-6 hrs
- *Wksp. Tip* Set the stage/safety
- 1/2 hr ... Artifacts contest
- 1 hr ... Timeline
- 1/2 hr ... Survey results
- 1 hr ... Mine the data
- 1 hr ... Make the magic happen

option: Hold another meeting for Action Planning 1-2 hrs

FUTURE

1-2 hrs • Action Planning

- 15 min ... Activities to cluster
- 15 min ... Identify top 1-3 items
- ... Activities to:

Balance of time!

- * Create a problem statement
- * Impact to project
- * Possible solutions
- * Barriers
- * Who must support
- * Owner
- * Due Date

Highlights identify item that are strongly recommended!

20 Corporate Express

Page 2 ⌚

FAC TIME

POST RETROSPECTIVE 2-5 hrs

- Summary of the outputs/ Action Plans
- Post on Project website
- Prepare report out to Management from Project Leader
- Attend report out to support Project Leader
- Follow-up 5-6 months later to find out:
 - What was implemented?
 - What is still in planning?
 - What was abandoned?
 - What new Action items surfaced as a result of the retrospective? (I ask them!)

+++... [Andreas]

SHORT Retro Pre-work

Assumptions Facilitator has met with Retro requestor and determined:

- background of project team (cultural + personal differences, organizational affiliations, etc)
- that enough information is available to make a decision about facilitating the proposed Retro
- has agreed to facilitate
- ~~requestor will attend the~~ requestors success criteria
- who will attend and who will provide information
- requestor understands the Retro process, including roles + responsibilities

② Communication sent to participants introducing facilitator and explaining process - includes Retro timeline

Pre-work

① CREATE Survey (start with template)

A. overall satisfaction ratings

- answer on scale 1-5 + n/a (very dissatisfied - very satisfied)
- include questions like
 - your workload in the schedule
 - clarity of objectives
 - communication among project team
 - communication between project team and

B. Timeline

- create timeline framework with project manager
- include examples of key events
- survey will ask participants to add or suggest changes to the timeline + key events

* Survey answers are ~~only~~ anonymous except to facilitator

Very Short Retro - Script 10 min +++... [Andreas]

Prerequisites/ Context Possibly nothing more needed than a 'safe context' for thorough & meaningful communication

Steps

- ① What is our objective/issue?
- ② What happened?
- ③ How did it happen?
- ④ What will we do about it?

Facilitation Principles

- Achieve clear, memorable statements & joint common understanding of each step's key items.
- Intentionally leave open ends, but explicitly make clear which items are open.
- Name/show a perspective of how/when each open end might be addressed/raised again, or even a time when it shall be solved.

Focused Conversation

Very short reflection 5-10 min

Ask one or more questions that address each area - in order.

Data : What did you see or hear?
What events happened?

Emotional Response/ Association : Where were you surprised?
pleased
challenged

Insights : What's an insight you have?
(related to situation)
What does that say about the way we work together?

Action/ Decision : What shall we do differently next time?
What are our next steps?

5.9 New Exercises (Topic owner: Tim)

Author: Linda
NAME: LETTER WRITING

CONTEXT:
PROJECT HANDED OFF
TO OFFSHORE TEAM

PROBLEM:
ACTIONS FOR FOLLOW-ON?

~~SELECTION~~:
DESCRIPTION

- everyone writes a letter note to next team
- ~~rest~~ team seemed to have a sense of relief
- closure
- people wrote more than a page

Q: How long:
15 mins to hour

Do ~~wright~~ before a break so earlier finishers can break

Q: Times used

A: once 5

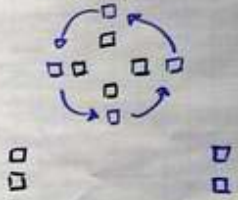
Author: Trouin
Name: Each one meets each one

Context: e.g. personal feedback

Problem:
- want everyone to meet up
- lots of tables

Description
build two circles one inside the other

- switch —
- in
- works best with even #s



5

- be careful of A's needs thought

Times Used: 4 to 5

How long?:
say 12 people about 1 hour

5

Author: Ainsley
Name: Proj Maps
Context:

Problem: done retros a number of times

- everyone good at negative not good at acknowledging personal aspects
- software folks getting bored.

- something to pull people together and focus on pos.

books: "atlas of experience" do a map of health

- what was journey like

5 - tried it on experienced group

Author: Raimund
Name: Betting and Neg.

Prob: too much competition instead of cooperation

Desc:

Start with ~200 coins + 6 white
4 black chips

- form 4 groups
- every group gets ~25 coins + 1 chip w+B
- rule: bet 10 times on if they want a white or black chips
- ~~black chips~~ rules on chips and payouts

idea: better for whole community to bet white

5 before 5th, 8th & 10th can send out negotiators

- metaphor of D & I. (may have to prompt. How long: 45 mins for 10 people 9 min)

Description

Time tried:

- white board with scribe
- ask team to describe what happened as a ~~fair tale story~~ what was the journey as on a map

Software

fractal mapper afterwards you put in details to make a map.

- ask team how they "coped" (best practice)
- do a timeline first
- mining questions come up naturally
- take in an example as a possibility
- can do multiple journeys
- can do online with shared white board

5 - could bring in cut out shapes
- people like the map.

- teams aren't committed to negotiations

At end white realisation should come out

How long: ~1 hour

Times Done: 1-3 + lots of others

Q: do you provide instructions

Obs: frowin has played similar with slightly simpler

Ask: Does anyone know the game if so they are observers

Prisoners Dilemma, Broken Squares

5

Author: Diana - via other person
Name: QUICK PROJECT REVIEW

Context: institution used to 2 hour retros

Docc:

prep: Fac post flip ideas like planning, architecture
+ chart: what were proj goals - were they achieved

- Fac gives out stickies with desc. of flip titles
- people write strength or weakness on stickies and put on charts
- quiet time while everyone thinks of 3-5 S or W's
- group identifies which are best practices

practices immediate and fixable

- works 2 hours everytime

Variation - flips have +/-

Q: ~~is~~ is it entire retro - yes

might not use if conflicts or safety issues

Author: Debra

Name: Action PLANNING

Context:

other ax's are very rich point to ask if you do action planning

How long: 1 hour
times used: 25+

Figure out what went well etc. in a structured way.

- organise stickies into themes
- action plan worksheet see exhibit.

Learning:

used to give action plan template to team and leave them, now take action plans from team type up and send back to mgr as mgr not always present

Author - Tim

Name: Shared Practices

Context: team has a mis-understanding of how they work or they have different practices/focus

Method: 3-5 items: like doing
: don't like
: should be doing

Stickies used to record items

Team members share information
... stickies are put on flip
... similar items grouped

Time: 1 hr
Give them time to discuss & look at board

Vote on items

step back & reflect

Extends into other activities

Used to replace timeline or variation

AUTHOR: GORDON

NAME: APPRECIATION HAT

CONTEXT: SET DOWN IN CIRCLE
PUT A HAT/BOWL IN CENTRE
PUT NAME CARDS INTO HAT
PICK A CARD
ON BACK FACE OF CARD
WRITE ONE NICE THING
PUT CARDS BACK IN HAT
FACILITATOR READS ALOUD TO GROUP

PROBLEM: FORMING A GROUP

WHEN: END OF DAY OR AFTER LUNCH
INCLUDE IN END OF RETRO REPORT

DURATION: 15-30 MINS

VARIATION: - STICK ON BACK OF PERSON & WALK AROUND (ANTHEAL)
- READ NORM'S APPRECIATION OUTCOME TO GROUP - NANCY KLINE

S TRIED: 3 TIMES

AUTHOR: STEVE METSKER / JUTTA

NAME: APPLES TO APPLES

ASK GROUP TO EACH WRITE ON CARDS

- START x 3
- STOP x 3
- CONTINUE x 3

FACILITATOR BRINGS QUALITY CARDS ^{x10}
EXAMPLE, FUN, ONTIME, EDUCATIONAL, FASCINATING, GREAT

JUDGE - (SELECT ONE) - PLAYS QUALITY CARD

PLAYER PLAY A CARD

JUDGE PICKS WHO HAS WON EACH ROUND
CHANGE JUDGE AS YOU GO AROUND

WHEN: AFTER TIMELINE BEFORE MINING WINNER HAS MOST CARDS

TIMES TRIED: JUTTA ONCE, STEVE MANY

PROBLEM: GETTING TO KNOW EACH OTHER

DURATION: 20 MINS

Author: Grachel

NAME: Ball ice breaker

Context: when leading into process improvement

Desc: ask everyone to pick a random number

- everyone in circle
- ask everyone to throw the ball in order
- time it and ask everyone to go faster
- pause and ask group how to improve

How long: 3 mins
times 10-15

Author: DIANA

NAME: Sense of the room

Context: when needing to create safety in large groups

Desc

go to website to go feeling and needs words (from Marshall Rosenberg).

- put on flipchart - needs - feelings
- give everyone 2 cards diff colours
- stop and think about how they are feeling and write on a card (purple)
- on blue card write what you need (can use examples if you want)
- pick up a pile of purple, shuffle hand out ask them to read.

about coming into retro

- ask if any duplicates remove and record with freq.
- go around until done.
- Do same for needs.
- Now have list that can show to group.
- At end of day can ask the group if they still feel that way
- Q: do ground rules
- A: no - present them as large group
- Beforehand describe feeling words and show examples to avoid
- Times used: 4:3
- How long: 12 people 20-30 mins
- also gets people to speak as a warmup
- if "feeling phobia" use mad, sad, glad

Author: Debra
Name: Time Mgmt

Context: room of people (lots) and you want them to report out

Name	Time
Diana	+++
Tom	

- show a time progress bar as follows

- don't have to interrupt (normally)

- kick in if really going well over

Variations - Super Soaker squirt gun or egg timer

- Author: Tim
- Name: Belbin appreciation forum
- Described in Norms session
- Aside Andreas
- world of mind and body
 - attitude of physical and sensual things
 - eg. Time line
 - using a rope and "stepping" along the project
 - meditation
 - having anchors like spaces with names where you can move to, to talk (like the map)
 - starting to think about others ideas
 - how to get around touching
 - Setting goals and marked time to reach goal in room marked milestone times and walked people through the room
 - look back and say what happened

- repeating the exercise helps to re-inforce
- building visions on levels of abstract thought represented on the floor
- breakout sessions with instructors eg. 4 events like juggling
- as a replacement for play with damage
- optional

5.10 Story Telling (Topic owner: III)

P.1

STORYTELLING AS A MEANS OF TRANSFERRING KNOWLEDGE

TECHNIQUE:

- INVENT ROLE-PLAY, THEN CONVERT TO NARRATIVE

IMPLICATION:

- AUDIENCE WILL INTERPRET IN THEIR OWN WAY

CAUTION:

- REALLY GOOD SUCCESS STORIES DEPEND ON HONEST, REALLY GOOD NUMBERS

POSSIBILITY:

- WE MAY LEARN THE MOST FROM FAILURE STORIES

EVOLUTION:

- FACTUAL HISTORIES, OVER TIME, CAN BECOME ENTICING TALES

OBSERVATION:

- A GOOD STORY PINGS THE EMOTIONS

RESOURCE INQUIRY:

- WHO ELSE KNOWS ABOUT STORYTELLING

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P.2

BENEFITS

- EMOTIONAL RELEASE
- ANONYMITY
- MAY SURFACE UNEXPECTED ISSUES

DANGERS

- MAY LOSE MEANING FOR REMOTE AUDIENCES
- MAY SURFACE UNEXPECTED ISSUES
- WRONG EMPHASIS
- MISINTERPRETATION
- VIOLATING SAFETY
- FAILURE TO RESOLVE

FRAMEWORK OF A STORY

- The setting
- The Protagonist
- The Crisis
- (mentor)
- struggle
- resolution
- settling into New Status Quo

transforming idea

P.3

INTERNAL AND EXTERNAL CONSUMPTION STORYTELLING

IMPROVISATION

- ROLE-PLAYING
- SCULPTING
- SCRIPTED FROM TIMELINE

COLLABORATION

- CONFLICT
- SURPRISE
- ROLES
- INTERACTIONS

NARRATIVE

- FAIRY TALE
- FABLES
- PARABLES (HAPPY OR SAD ENDING?)
- "SHOW AND TELL"
- ADAPT FAMOUS EXISTING STORIES
- RE-INTERPRETATION OF " "

CONSTRUCTION

- BUILD A METAPHOR
- BUILD A MAP
- ASSEMBLE/INTERPRET ARTIFACTS

STORY CAPTURE

- BRIEF VIDEOS OF INTERACTIONS
- PHOTOS WITH BRIEF CAPTIONS

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5.11 Retro Types (Topic owner: Ainsley)

Ainsley offered the Retro Types result of the 2nd Retro Gathering and asked everyone for additional input.

NAME	END OF PROJECT	CUSTOM/KEYSTONE
DEFINITION	TOOL FOR LEARNING THAT TAKES PLACE AT THE END OF A PROJECT. PERMITS PARTICIPANTS TO ASSESS THEIR WORK TOGETHER, GIVE FEEDBACK TO REVIEW PROJECT PROCESSES & OUTCOMES IN ORDER TO IMPROVE.	ROTOR TIME IN RESPONSE TO AN ORGANIZATIONAL EVENT (E.G., MAJOR CHANGE, TECHNICAL PROBLEM, BUSINESS PROJECT, PROJECT, ETC.) CAN OCCUR ANYTIME IN PROJECT.
PURPOSE/BENEFITS	PROVIDE LEARNING TO LARGER ORGANIZATION, FOSTER STRONGER TIES & SAVINGS ON SUBSEQUENT EFFORTS, PROCESS IMPROVEMENT.	CLOSURE, HEARING, SO PEOPLE UNDERSTAND WHAT HAPPENED BEFORE, HELP INFORM DECISION OF WHAT TO DO, BRING EVERYONE TO NEW COMMON GROUND, END OF ILLUSION THAT THINGS ARE OK.
TRIGGERS	END OF PROJECT	BEFORE, MAJOR CHANGE, BUSINESS/TEAM REDIRECT, SCHEDULE CHANGE, FORCE MAJEURE
FACILITATOR	NEUTRAL, SKILLED, OBJECTIVE	NEUTRAL, SKILLED, OBJECTIVE
SPONSORSHIP	PROJECT SPONSOR	DEPENDS ON TRIGGER
PARTICIPANTS	PROJECT TEAM, SPONSORS/STAKEHOLDERS, MANAGERS... AS LONG AS IT IS SAFE	PROJECT TEAM, CUSTOMER, STAKEHOLDER, MANAGEMENT
LENGTH OF EVENT	MULTI DAYS, 270 LENGTH OF PROJECT, AS LONG AS IT TAKES	DEPENDS: SIZE OF TEAM, LENGTH OF PROJECT, VALUE OF PROJECT IN MARKETPLACE, NEED FOR TEAM TO MOVE FORWARD, LEVEL OF DISCUSSION, SPECIFICATION OF PARTICIPANTS
EXAMPLES	CONSTRUCTION PROJECT, OIL SPILL DRILL, IT PROJECT	A TAPOD (DUE TO MANY REASONS) PROJECT, KEY REGIONAL LEADERS PROJECT, DEPARTURE OF EXECUTIVE, MAJOR COMPETITOR BEATS OR SURPASSES WITH TIME TO MARKET FEATURES, A BAD OUTCOME FROM ANYTHING.
FREQUENCY	Why not call it Project Reto?	

ITERATIVE WORK CHUNK	INTERIM HEARTBEAT
RETRO TO PROVIDE A GROUP OPPORTUNITY TO REVIEW THE WORK ASSOCIATED WITH A DEFINED OUTPUT OR OUTCOME IN A PROJECT, OCCURS DEPENDING ON TIME TO COMPLETE WORK CHUNK.	A TIME TRIGGERED, REGULAR RETRO (LIKE A HEARTBEAT) THROUGHOUT THE DURATION OF A PROJECT. FOCUS IS ON ENHANCING & IMPROVING THE TEAM'S LEARNING IN THE NEXT TIME PERIOD BECAUSE THE TEAM IS GOING TO STAY TOGETHER. TYPICALLY EVERY 1-4 WEEKS.
LESSONS LEARNED FOR NEXT PLANNING, LOOK FOR OPPORTUNITIES TO AMPLIFY STRENGTHS, DETAILS FOR PROGRESS REPORTING, DETERMINE TEAM SATISFACTION/ORGANIZATIONAL HEALTH, PROBLEM ANALYSIS, TAILORED TO PROVIDE INPUT TO PROJECT MANAGEMENT PROCESS.	QUICK FEEDBACK/APPLY LEARNINGS TO NEXT ITERATION, EXPERIMENT IN THE PROCESS/REVIEW PREVIOUS EXPERIMENTS, MAKE HAPPY PEOPLE/TALK ABOUT FEELINGS & RESOLVE ISSUES ASSIST OR SUPPORT ENHANCEMENT PROCESS.
MILESTONE, MAJOR DELIVERABLE, DELIVERED CHUNK OF FUNCTIONALITY	COMPLETION OF THE REGULAR TIME PERIOD
DEPENDS: PROBABLY SELF FACILITATED BY TEAM MEMBER WHO HAS SOME TRAINING/EXPERIENCE/APPRENTICESHIP	SELF BY TEAM (FACILITATED IS DESIRABLE)
PROJECT FINDER OR MGR	PROJECT MGR, TEAM LEADERS
PROJ TEAM, CONTENT SPECIALIST, CUSTOMERS (EARLY/LATE IF CHARACTER OR GOING TO DO)	TEAM MEMBERS, CUSTOMERS
2-4 HOURS, TENDING TOWARD LESS	1-4 HOURS
LIFE CYCLE PHASE END, RELEASE POINT FOR CHUNK OF FUNCTIONALITY, SPECIAL PROJECT MILESTONE	XP, SCRUM, TIMEBOXED OR AGILE PROJECT, MEDICAL/DENTAL CHECKUPS/ PREVENTATIVE REVIEWS



6 Norm's Evening Session



Facilitated by Norm.

In Norm's Evening Session we gathered to share retro stories. The stories were not recorded, but it was great to listen and learn ...

7 Future of the Community

facilitated by Esther and Gerhard

What is the
goal of this
community?

The future!
of our community

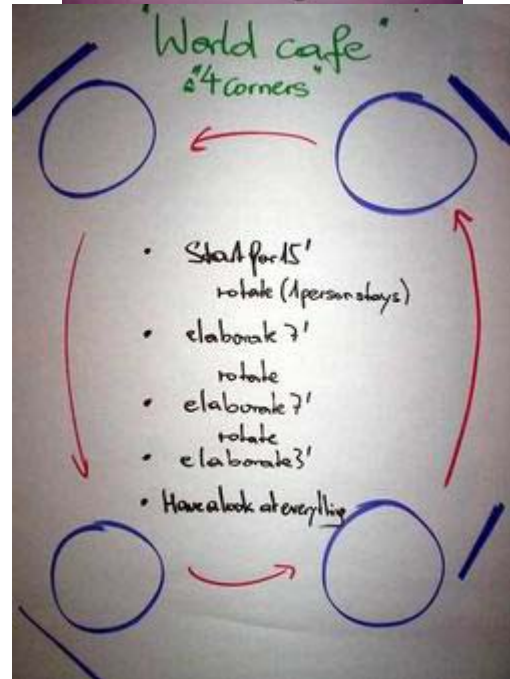
> 4 Questions [world cafe]
to start with
break

> Clarify our goals
Our "outer face" [plenum]

> Brainstorm & clustering
of "What's to do" [-1-]

> Nail it down [groups]
⇒ Action Item lists [plenum]

Waterproof? ☐
Will this hold water?



What benefits
do you want
from this
community?

Problem solving
Feedback
New ideas
Spark inspiring
balance
global validation
Support
Creative library
Freelance recommendations
TRAIN MENTOR
New work
Partners
Yin-Yang HELP

Benefits?

- Want help with my problems
- Want feedback on things I'm experimenting with.
- Support group of similar others
- want new ideas for how & what goals are possible (open my mind)
- inspiration to spark fresh:
 - ideas
 - approaches
 - ways of thinking
 - attitudes
- global validation i.e. Intel, Siemens, HP, Oracle, One and others.
- freelance/consulting/marketing recommendations

What are you
willing to
offer this
community?

- resource library { Webbased?? }
- get training, education ... from the group
- mentoring model?
- Yahoo Group knowledge
- gatherings close to home
- getting patterns. — and methods & 'tools', etc...
- existence of this community brings us to more work
- balance of new ideas and old wisdom
- get an emotional homebase
- Everyone
- Freelance Consultants
- Individuals Personal Interest
- In company
- Academic

- facilitate events that further the cause
- **Administrative work** - Organize a gathering
- **my knowledge / ideas** - Create a protocol of the gathering
- **Stories** - Share success stories & how we would have done ~~otherwise~~ ^{already}
- **techniques** - pointers from retrospectives to further retro stuff for our colleagues
- **research results**
- **articles/books** - review/feedback on writings
- **networks** (other conferences, gatherings, communities, etc.) - focal point for other researchers / regional gatherings
- **BRIDGES** - ? help create a retro organization
- **energy / enthusiasm** - confirmation
- **book recommendations** - any type of relevance
- **assistance for people in need** - co-authoring
- **mentoring** - problem solving
- **emotional support**
- **financial support**
- **collaboration**
- **trust** that shared knowledge will be respected, such as: confidentiality, avoiding mis-use
- **won't do**
- **unethical behavior/advice**
- **provide lodging for travelling colleagues**

GOAL #1: ~~GOAL~~ OBJECTIVES

CREATING EMPowerment

SPREAD THE WORD

- SPREAD THE WORD
- MOVING BEYOND SOFTWARE
- ENCOURAGE GREATER USE OF THE PRACTICE
- WE BECOME A "SHOULD HAVE..."
- REFERRALS TO EACH OTHER
- SELL THE PROBLEM, NOT THE SOLUTION
- MEET/GATHER FROM TIME TO TIME
- REMAIN A COMMUNITY, NOT A GROUP OF INDIVIDUALS
- HAVE AN ANNUAL GATHERING
- STRENGTHEN OUR OWN

SUSTAIN & COMMUNITY

- SELL THE PROBLEM, NOT THE SOLUTION
- MEET/GATHER FROM TIME TO TIME
- REMAIN A COMMUNITY, NOT A GROUP OF INDIVIDUALS
- HAVE AN ANNUAL GATHERING
- STRENGTHEN OUR OWN RELATIONSHIPS/TRUST/ENJOYMENT OF EACH OTHER
- EXPLOIT COMMUNICATIONS TECHNOLOGY TO STAY IN TOUCH

SUSTAIN & COMMUNITY

US & Participants

CREATING EMPowerment

- MAKE PEOPLE HAPPY AT THEIR WORK
 - Facilitates
 - Facilitators
- EMPower PEOPLE
- ALLIANCES w/ OTHER DISCIPLINES
 - INCLUDING SUPPORT
- STAY (AGILE)/FLEXIBLE
 - adaptable
- NOT BECOME CLOSED TO CHANGE
- REPOSITORY OF RETRO REPORTS

make emotions a reality for org. 90

Stay open for influences

INFORMATION GATHERING/SHARING

- NOT BECOME CLOSED TO CHANGE
- REPOSITORY OF RETRO REPORTS
- SHARING OF IDEAS
- LEARNING FROM OTHER DISCIPLINES
- FIND OUTLETS/CHANNELS FOR PUBLISHING
- PUBLISH BOOKS/ARTICLES
- REPOSITORY OF TESTIMONIALS
- SHARE STORIES OF RETROS
- COLLABORATE w/ THEORISTS WHO TIE TO RETROS, e.g. Senge, ...
- GREET SUCCESS STORIES
- REPOSITORY OF METRICS
 - STATISTICS RE: ROI
- REPOSITORY OF METHODS
 - COLLECT INFORMATION
 - RESOURCES/WRITTEN WISDOM

ENRICH THE WORKPLACE

work

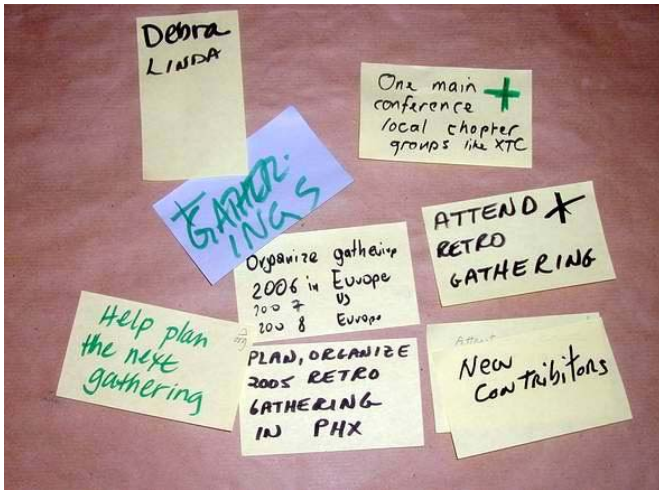
IMPROVE
PRACTITIONER
EFFECTIVE
NETS

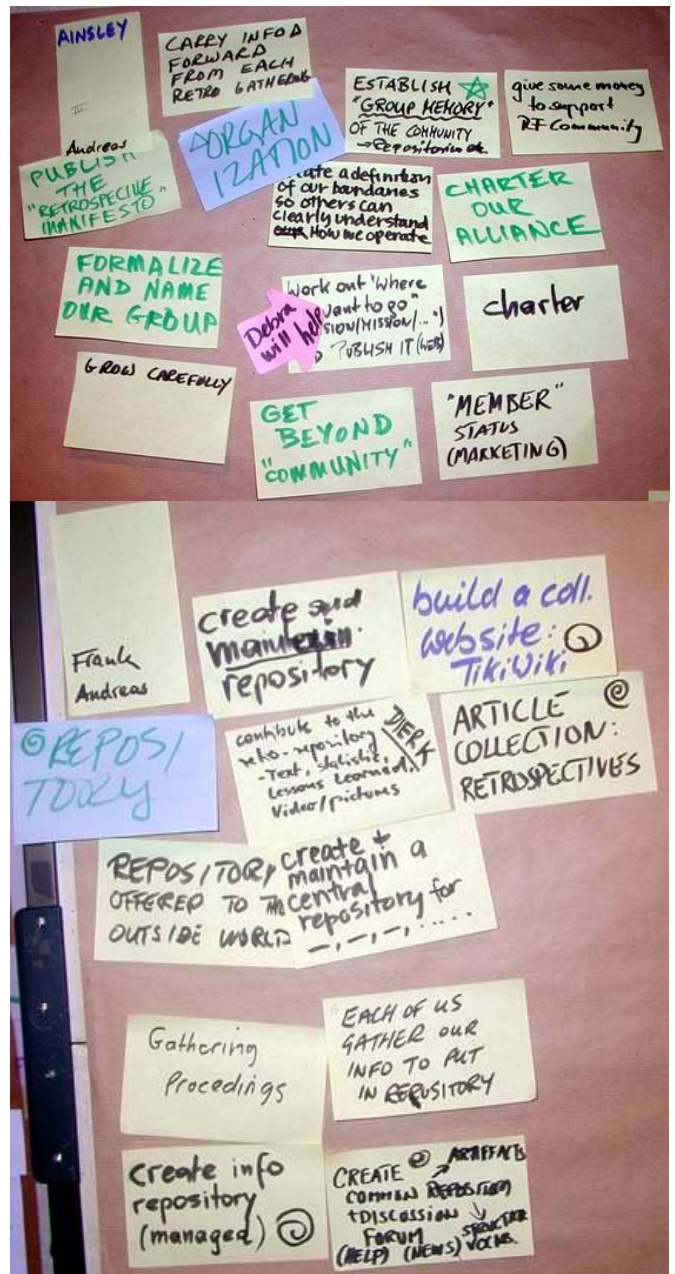
- IMPROVE THE ABILITY OF PRACTITIONERS TO IMPROVE THEIR PRACTICE
- LEARN FROM WATCHING EACH OTHER WORK
- PAIRING - WORKING TOGETHER, MENTOR/PROTEGE,
- ESTABLISH A TRAINING CURRICULUM RE: RETROSPECTIVE
- REFINE THE PRACTICE
- GROW OUR OWN FACIL. SKILLS
- BETTER UNDERSTANDING OF THE PRACTICE

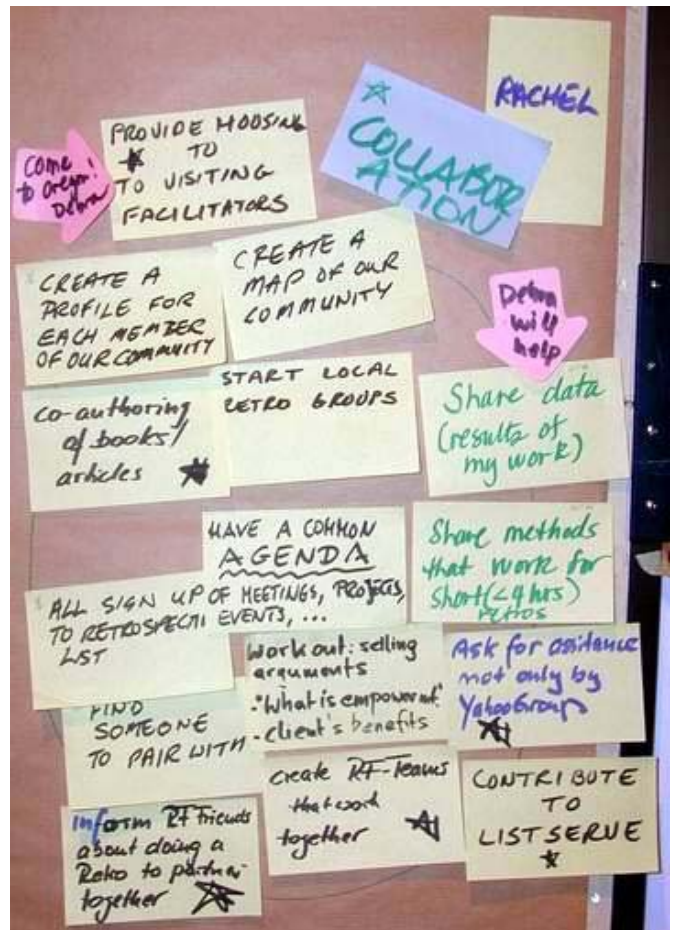
LINK TO FACILITATION NETWORKS E.G. IAF

Are these objectives?

- PREVENT FACILITATING MISTAKES

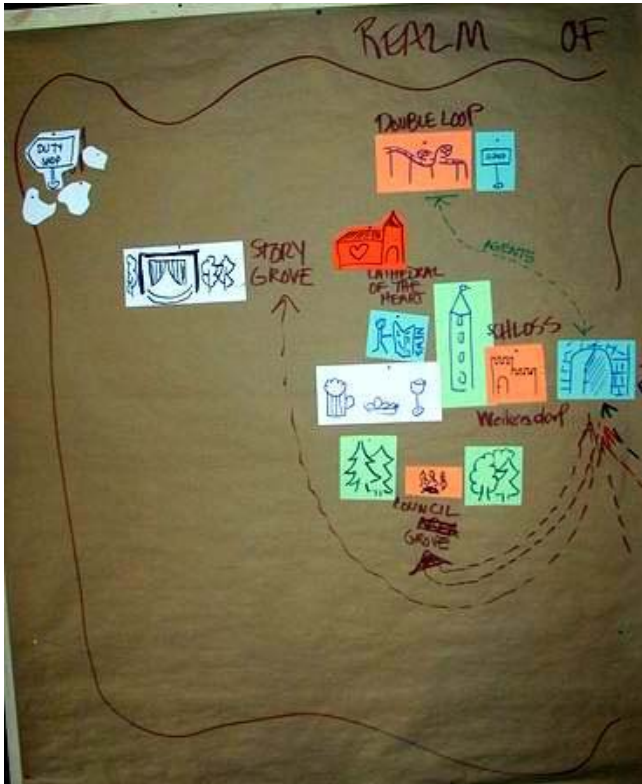




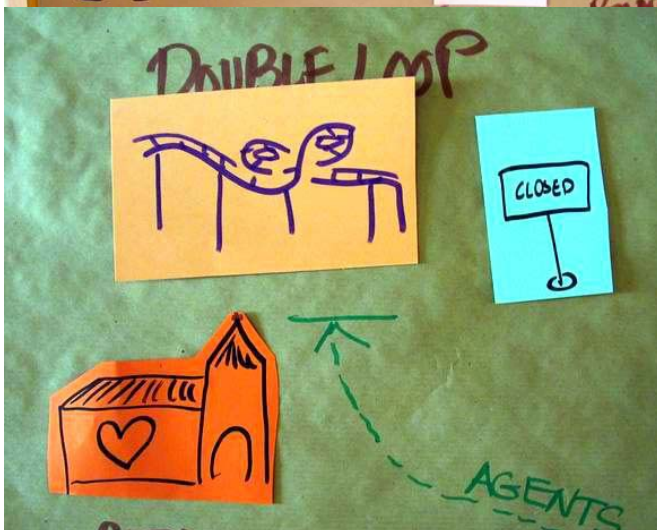
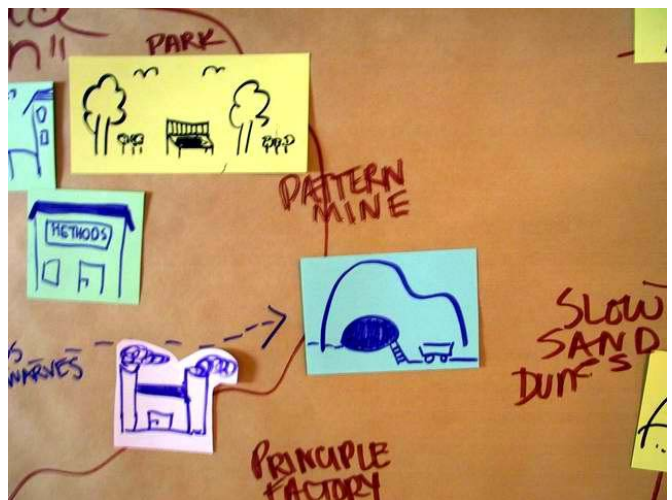


8 Farewell Session: Develop the map of the 3rd Retro Facilitator Gathering

*facilitated by Ainsley
supported by Debra and Siegi*



Some of the great metaphors,
lovely drawings by Siegi ...



Debra recorded online the stories behind the metaphors ...

Our Story: P.1

Reim/ Empire **Retrotopia**
Surrounded by Alps - Highest point
Ringed

Castle **Schloss Weikersdorf**
entering a gate. up a tower
Began this journey & survey
the Open Space - the "Unknown"
we didn't know what to expect

Open Space **Super Market, plus method shop**
A messenger arrived to share the
daily news. ~~improvement~~

Some Found a mine - Patterns (like mine)
Others Found a Double Loop (Patterns, Princesses & Dwarfs)
Some got sick and had to go to a Clinic
Dr's & Patients

P.2

Park

Exhibition

Council Grove

Mt. Meta the highest point: where goddesses are lost
on the way we encountered many monsters Method
Monster & The process Monster We
Voted them away! with our Thumb Slaps
We talked them to death.
We hit slow sand dunes, it was
hot - we never got to mt. meta.

P.3

Food the goddess' gave us food & drink

Principle Factory

Method Works Go there to barter your very
best Method

Story Grove

Cathedral of the Heart Looks alot like "Stephanson"

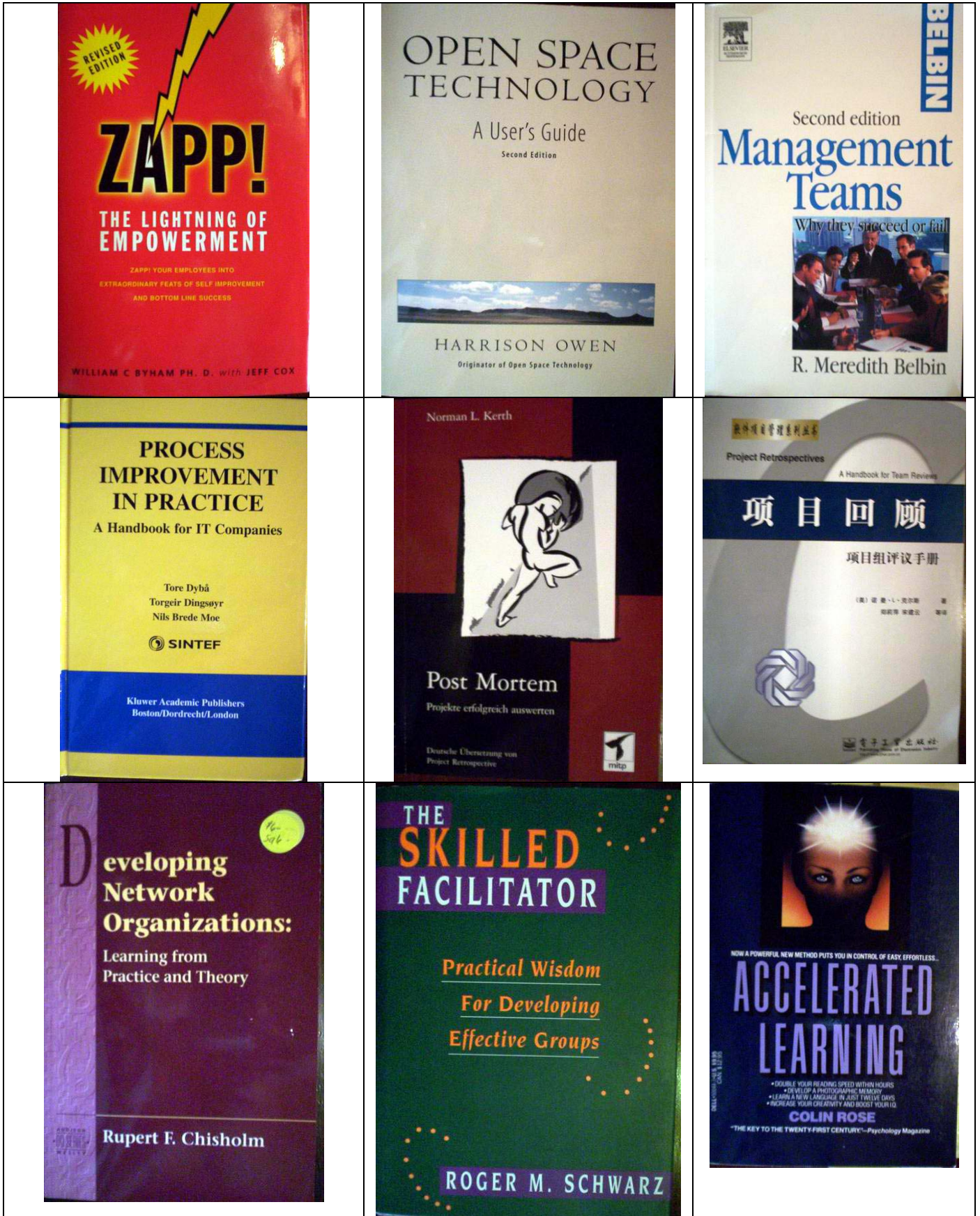
Ret Bar

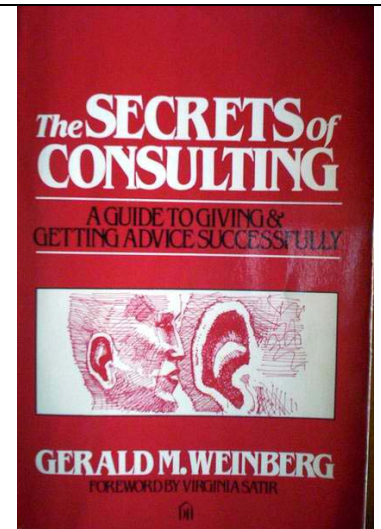
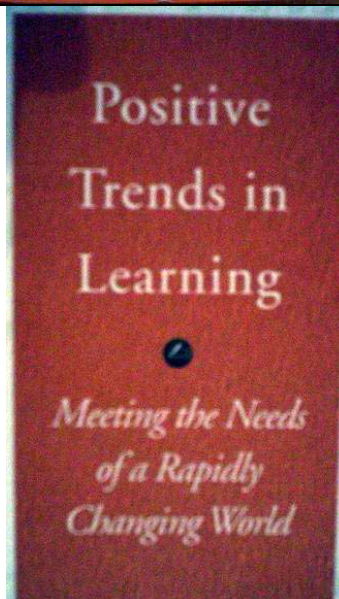
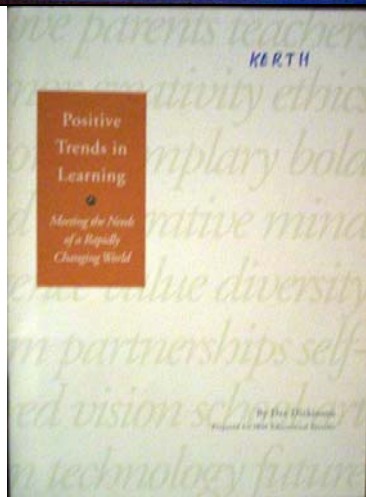
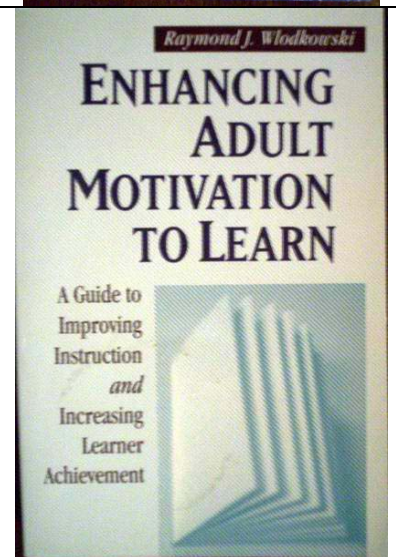
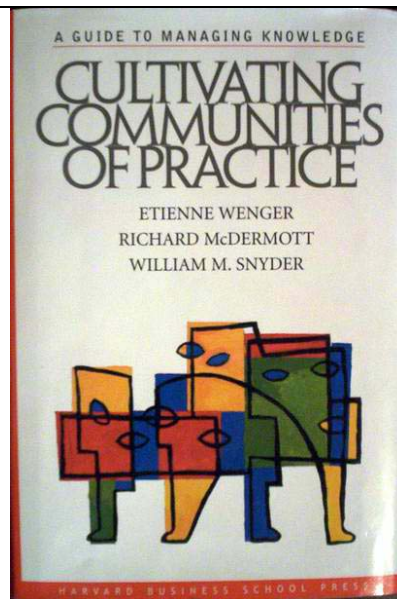
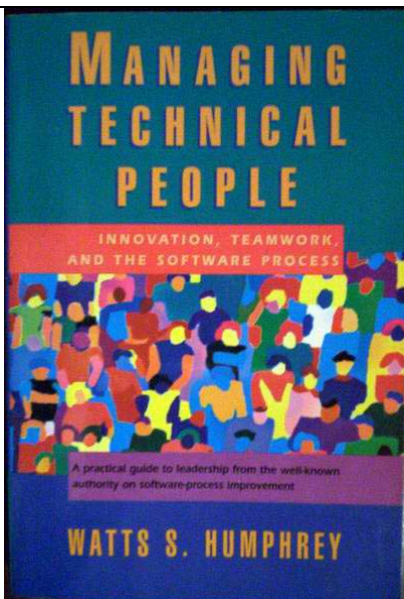
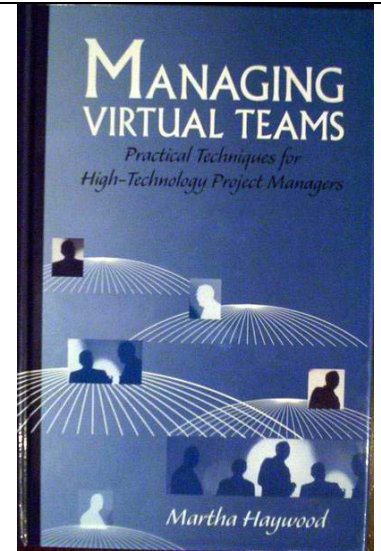
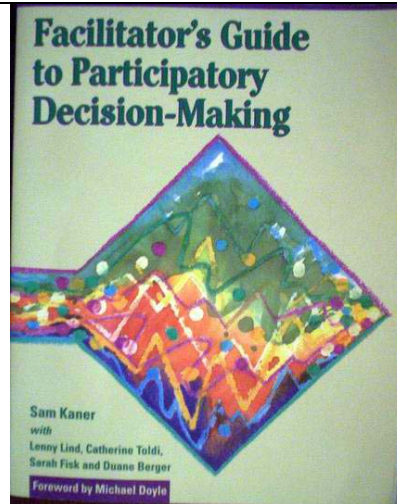
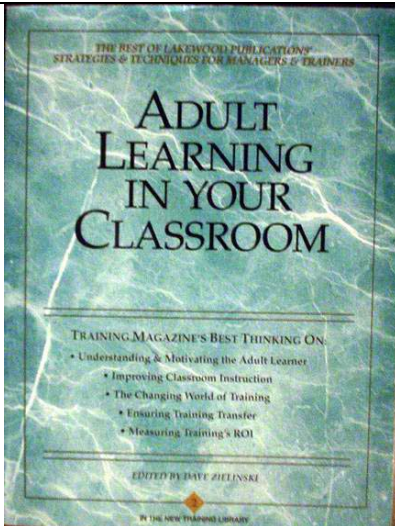
Duty Shop in an icy land
where nobody wants
to go! Opening soon!

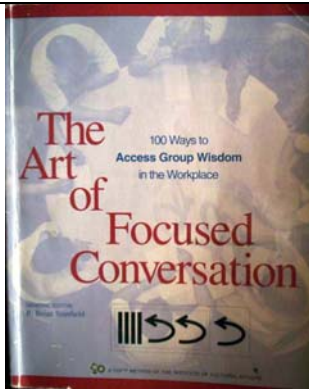
Further information from Ainsley on this session:

- The mapping software is called Fractal Mapper 7.0. See <http://www.nbos.com/index.htm>
- The book that inspired me to use maps in retrospectives was "The Atlas of Experience" by Louise Van Swaaij and Jean Klare.

Appendix: Library







Book List

"How To Make Meetings Work"
Doyle & Strauss

"Non-Violent Communication"
Marshall Rosenberg